# AT&L Workforce

**Motivated, Agile Workforce:**

*Recruiting, Training, Retaining, and Rewarding*

**People with the right skills, in the right place, at the right time, with the right resources, doing the right things, at the right pay …**
***Smartly Supporting the warfighter***

**Linda W. Neilson**
**Acquisition Workforce & Career Management**
**Defense Acquisition University**
**February 18, 2004**

# A Government-Wide Challenge

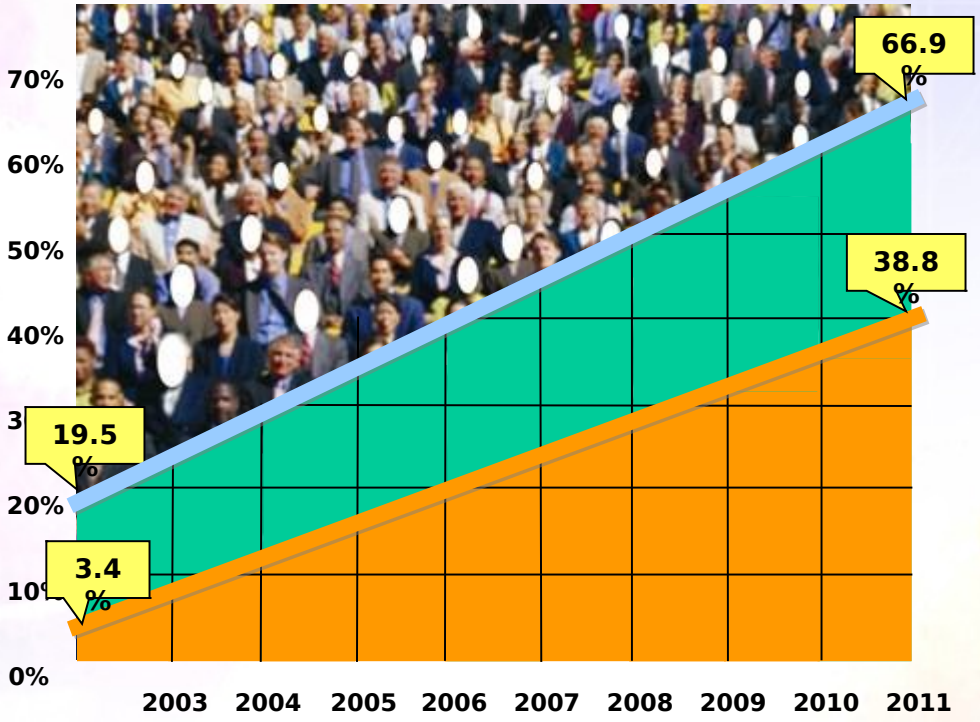
"In most agencies, human resources planning is weak. Workforce deficiencies will be exacerbated by the upcoming retirement wave of the baby-boom generation. Approximately ***71%*** of the government's current permanent employees will be eligible for either regular or early retirement by 2010 and then ***40%*** of those employees are expected to retire. ***Without proper planning, the skill mix of the federal workforce will not reflect tomorrow's changing missions.***"

*The President's Management Agenda*
*Fiscal Year 2002*

# Acquisition Workforce & Career Management Current Issues

## Federal Employee Retirement

**Nearly 70 percent of federal employees are eligible to retire between now and 2011, but the Office of Personnel Management projects actual retirements will be closer to 40 percent.**




*•Percentages are cumulative, based on employees on board as of Oct. 1, 2001*

**SOURCE: Office of Personnel Management (OPM)**

# Transformation

***" We must change for a simple reason – the world has – and we have not yet changed sufficiently. The clearest and most important transformation is from a bipolar Cold War world where threats were visible and predictable, to one in which they arise from multiple sources, most of which are difficult to anticipate, and many of which are impossible even to know today."***

***Secretary of Defense Donald Rumsfeld***
***September 10, 2001***

# AT&L Workforce Management

## USD(AT&L)7 Goals

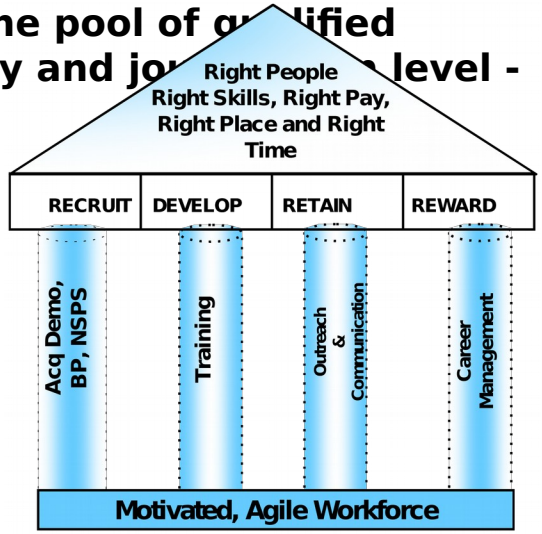
1. Acquisition Excellence with Integrity
2. Logistics: Integrated and Efficient
3. Systems Engineering Philosophy Restored
4. Technology Dominance
5. Resources
7. Motivated, Agile Workforce Strengthened

**AT&L Human Capital Plan**

## AT&L Workforce Management Team Effort!

# AT&L Goal 7: Motivated, Agile Workforce

- ✓ **Acquisition Demonstration/Best Practices** – compensating employees based on performance/contribution to mission
- ✓ **Implement a central referral system** – allowing the acquisition workforce to apply for jobs across the Department and creating a single repository for all job announcements
- ✓ **Streamlining DAWIA initiative** – flexibility in managing acquisition careers and positions
- ✓ **Marketing and targeted recruiting** – increase the pool of qualified candidates for acquisition jobs at both the entry and journeyman level - including outside of government
- ✓ **Rapid Deployment Training (RDT)** – capability delivering courses on emerging and evolving practices and major new policy initiatives
- ✓ **AT&L Performance Learning Model (PLM)** - Facilitate learning organizations by deploying the **PLM - a capabilities-based approach** that promotes career-long learning and provides the workforce more control over their learning solutions



# Acquisition Demonstration/Best Practices

**Compensation based on performance, contribution to mission**

- **Acquisition Demonstration Project transition to Best Practices/National Security Personnel System (NSPS)**
- **Developing, motivating and equitably compensating employees based on performance, contribution to mission and providing maximum flexibility to assign employees consistent with the needs of the organization and individual's qualifications**
- **Working with OUSD (P&R) and the Components to transition all current AcqDemo participants to Best Practices/NSPS by March 2005**
- **Goal: Work with the NSPS Implementation Office, the Components, and OUSD (CPP) to ensure that transition concerns/issues are addressed**

# Implement a Central Referral System

**Allow the workforce to apply for jobs across the Department**

- **Create a single repository for all job announcements**
- **Automated system and website for workforce across DoD and the private sector to learn about and apply for AT&L jobs**
- **Goal:  Operational test planned for this year**

# Streamline DAWIA

**Allow flexibility in managing acquisition careers and positions**

Congress

DoD

- **DAWIA I:  PL 101 - 510, Nov 5, 1990**
- **DAWIA II: PL 108 - 136,  Nov 24, 2003**
- **Established a DAWIA Streamlining Team co-chaired by Domenic Cipicchio and Frank Anderson to develop a framework for implementing DAWIA II**
  - **Establish different experience, educational and tenure requirements for acquisition positions**
  - **Define and establish a single acquisition corps**
  - **Streamline outdated and obsolete DAWIA provisions**
- **Established interim guidance to use existing procedures until new DoD Workforce Policy is staffed and approved**
- **Goal:  Develop framework to streamline the Acquisition Career Management Program by April 2004**

# Marketing and Targeted Recruiting

## Based on Human Capital Strategic Planning

- Developing the tools and an implementation plan to increase the pool of qualified candidates for acquisition jobs at both the entry and journeyman level
- Facilitate hiring of candidates from outside DoD
- Initiated planning process with Components to complete FY04 AT&L Human Capital Strategic Plan by May 2004
- Goal:  Developing Fulfillment/Alternative Certification Process

# Rapid Deployment Training (RDT)

**Ensure the currency of the AT&L Workforce**

- **Rapidly deliver training on evolving policies, procedures and best practice initiatives to improve mission effectiveness**
- **RDT briefings and overview videos are posted on well advertised web sites that drew as many as 600 hits and 200 downloads per day during peak periods**
- **In 2004 RDT will provide training on new AT&L initiatives to include *1) Corrosion Prevention and Control, 2) Unique Identification, 3) DFARS re-engineering* as well as continued training on the 2003 initiatives**
- **Goal: Initiate workforce awareness training within 72 hours of release of major policy initiatives with a goal of reaching 50 percent of the AT&L workforce within 90 days**

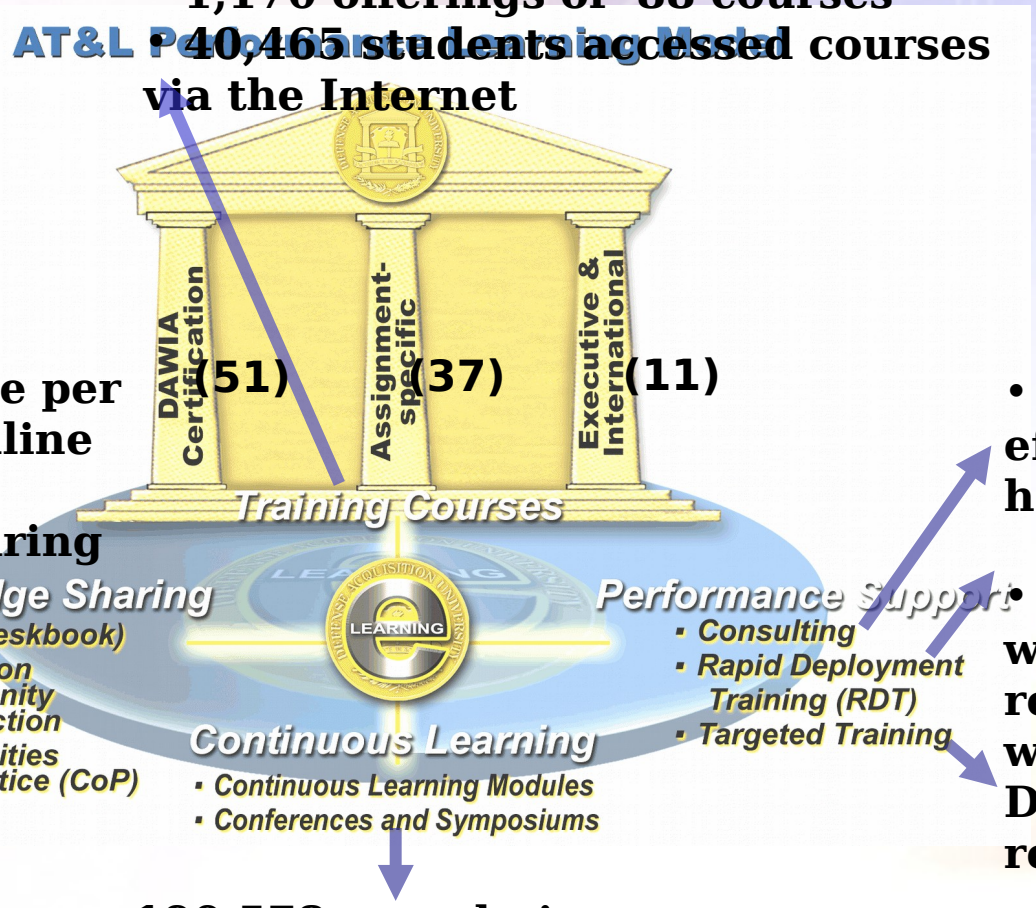
# AT&L Performance Learning Model (PLM)

**Facilitate learning organizations by deploying the PLM, a capabilities-based approach that promotes career-long learning**

- **Provides the workforce more control over their learning opportunities**
- **Balances training courses, knowledge sharing, continuous learning, performance support and rapid deployment training**
- **DAU and field teamed to build field-driven learning organizations in Hanscom, Huntsville, and Eglin**
- **Goal: Continue AT&L curriculum modernization initiative with FY04 emphasis on Systems Engineering, Logistics and Contracting**

# FY03 DAU Learning Assets Delivered to AT&L Workforce

- 58,176 course completions (2,816 industry)
- 1,170 offerings of 88 courses
- 40,465 students accessed courses via the Internet




- 18,000 people per week visited online Acquisition Knowledge Sharing System (AKSS)

- 135 consulting efforts totaling 6,380 hours

- Over 9,500 AT&L workforce members received RDT training within days of new DoD 5000 policy release

- 190,578 cumulative accesses
- 155,253 registered users
- 90,510 completions of Continuous Learning Center Modules

- 159 targeted training events totaling 6,378 hours

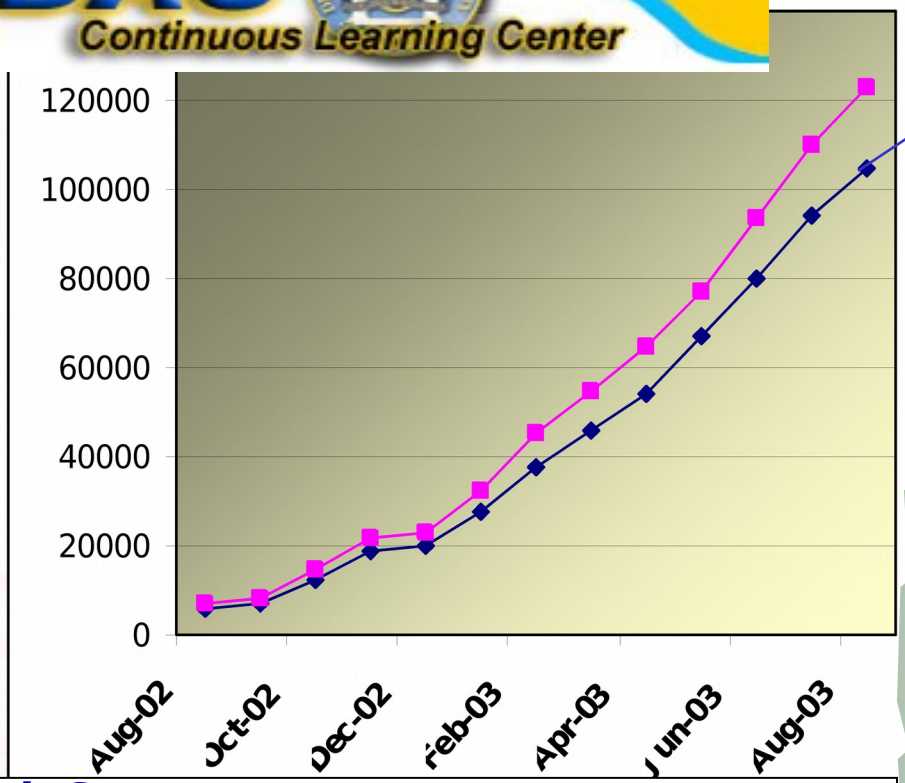
# Continuous Learning Modules – Available to AT&L Community

DAU Continuous Learning Center

**Continuous Learning helps DoD AT&L community to:**

- **Stay current in career field**
- **Learn about new policies and initiatives**
- **Complete training needed on the job**
- **Comply with DoD Policy: 80 CL points every two years**

51 Modules




Feb 04 155,253!

**Tremendous growth Story:**

**Jun 01 - 72 users registered – September 02 registered users grew to 5,830 …18 months later – users exploded "off the chart" to 155,253!**

**"Provides a single portal for easy access to continuous learning opportunities, performance support and information."**

# In Conclusion. . .

**GAO points other agencies to DoD AT&L for lessons-learned--*we're leading the pack!***

**"…DoD's experience highlights the need to provide the right foundation for planning. This includes obtaining the appropriate data collection and modeling tools, planning expertise, and management buy-in. More important, DoD's experience has shown that strategic workforce planning is not an easy task and can take several years to accomplish. This makes it especially important for agencies to sustain strong leadership and support for the planning effort and be able to learn from each other's experiences…"***

**Source: GAO Report to Senate Committee on Governmental Affairs: "Acquisition Workforce: Status of Agency Efforts to Address Future Needs," December 2002**